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Research Paper

Education, skills and learning

Canadian Education and Training Services Abroad: The Role of Contracts Funded by International Financial Institutions

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Robert Couillard and Lisa Shipley
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Note of appreciation

Canada owes the success of its statistical system to a long-standing partnership between Statistics Canada, the citizens of Canada, its businesses, governments and other institutions. Accurate and timely statistical information could not be produced without their continued cooperation and goodwill.

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Executive summary

This study examines the role of IFIs in the export of Canadian know-how to developing countries.

The export of education and training has great importance to Canada from both a strategic and humanitarian standpoint. Yet relatively little is known about the performance of Canadian firms in this field. The Policy Research Initiative funded a small-scale survey aimed at filling one piece of the puzzle: contracts awarded to Canadians by International Financial Institutions (IFIs) to provide education and training to countries in the developing world. The Department of Foreign Affairs and International Trade (DFAIT) and Industry Canada led the project; Statistics Canada conducted the survey.

The *Survey of Activity with International Financial Institutions: Canadian Knowledge-based Services and Products Abroad* examined the transfer of Canadian expertise and the sale of education commodities through projects funded by the World Bank, the African Development Bank, the Asian Development Bank, the Caribbean Development Bank and the Inter-American Development Bank. As a member state, Canada contributes to the financial resources of these banks, which are used to finance projects in the developing world. In return, Canadian organisations can bid on certain contracts funded by the banks.

Conducted in April 2001, the survey collected information from organisations that engaged in education and training activities abroad and won contracts in 1998 or 1999 through the IFI international competitive bidding process. Information was gathered for up to four contracts per organisation.

The survey was conducted on a voluntary basis. Potential respondents were contacted in advance to seek their support and non-respondents were followed up twice. Despite these efforts, the survey achieved a response rate of only 44%, due in part to the complexity of the survey and difficulty in reaching the right contact person. Also, the survey frame, developed using information from the banks, had many shortcomings. Nevertheless, as this report shows, the survey uncovered a number of important and interesting facts. It also provided insights into some of the operational difficulties encountered in surveying this sector, thoroughly documented in the present report for the benefit of future data collection initiatives.

The World Bank and the four regional banks examined in this study approved over $125 billion (Canadian) in loans world wide to fund development projects in 1998 and 1999. Although the survey was unable to position Canadian organisations in this world context, it did show that the value of IFI contracts relative to the overall gross revenues for organisations responding to the survey was rather modest, at 4%. However, IFI contracts provided 22% of all international revenues of the respondent organisations in 1998-1999.

Most organisations bidding successfully on IFI funded projects in developing countries and engaging in education or training activities were private sector firms. Almost three in four were from the business services sector.

Many of these successful bidders were small in terms of workforce: 60% had fewer than 100 employees in Canada; 37% had fewer than 20 employees. Still, large firms had a definite presence in the survey: more than one in five firms responding to the survey had a Canadian workforce in excess of 500 employees. The survey also highlighted a wide dispersion in the total annual revenue of successful firms. About 40% had annual revenue below $5 million. However, close to 30% were in the range of $10 to $100 million and another 15% or so topped $100 million.

The contracts they won also ranged widely in value, from $5,000 to more than $4 million. The reported median value was $337,500.

In the developing countries, governments represented the largest clientele for Canadian services and products, accounting for 35% of the contracts (39% in dollar terms). Foreign education sectors ranked second with 18% of the contracts followed by the utilities sector at 17%.

The median values of Canadian contracts funded by the World Bank, the Inter-American Development Bank and the Caribbean Development Bank were quite comparable, while the Asian Development Bank and the African Development Bank tended to fund much larger contracts. For example, the median value of contracts funded by the AFDB was $538,000, almost twice the value of contracts funded by the World Bank ($288,000).

Over 40% of the contracts were executed in Africa. Close to a third (31%) were carried out in Asia or Oceania and 23% in South or Central America.

All the firms in the target population of this survey had done some form of knowledge transfer, education or training in the past, but not necessarily in 1998 or 1999. About two thirds of the contracts signed in 1998 or 1999 included an education or training component. This type of activity represented on average 37% of the total value of the contract. But this share was vastly different by sector: 29% in business services, against 66% in all other sectors. Most of the organisations (89%) were able to fulfil the education or training component of their contracts themselves.

The IFI market is competitive and Canadian firms use many strategies to secure contracts offered by foreign countries. The most frequently reported determinants of success were expertise and competence (84% of successful firms) and presence abroad (67%). Next came contacts with officials of the Canadian Trade Commissioner Office, IFIs or foreign governments (54%). Most firms (89%) reported that they did in fact maintain a presence or contacts abroad.

The survey also gathered information on the methods used to maintain a presence abroad. The three most popular methods were visiting the countries, using Internet or e-mail, and maintaining contacts with officials abroad. More than 80% of the firms used these three methods. About half had hired a local agent or used the Canadian Trade Commissioner Services in foreign countries. A smaller percentage advertised in foreign publications (10%).

Small firms, with fewer than 100 full-time employees, generally maintain less presence abroad and favour the least expensive methods. Medium and large organisations were more likely to visit other countries, hire a local agent, maintain a foreign office and use the Canadian Trade Commissioner services. However, advertising in foreign publications was more popular among small firms.

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Nearly 80% of successful organisations formed partnerships to obtain information or submit bids for IFI funded contracts. Close to three in four formed partnerships both within and outside Canada.

The survey asked respondents to indicate the programs or services used to obtain information or prepare bids for IFI-funded contracts. They were also asked to rate their usefulness. Almost all successful organisations (90%) used at least one program or service to obtain information or submit bids for an IFI contract, evidence that collecting information is an important task that most organisations cannot easily do alone.

Websites maintained by the IFIs were the most popular service used. More than two thirds of organisations used them and 83% found them extremely or quite useful. Two other services were used by more than 50% of the organisations: the Canadian Trade Commissioners outside Canada and CIDA Inc. All other services were used by less than 50% of organisations.

Respondents were asked to report the three most important obstacles they faced when participating in IFI funded contracts. Bidding costs and time constraints imposed by the bidding process were reported as obstacles by 52% of organisations. Very close behind were lack of information (48%) and bureaucracy (45%). Difficulties in finding appropriate staff, competition and language or cultural issues were each reported as obstacles by 20% to 30% of organisations.

Bidding costs and time constraints were the most serious obstacles reported by firms in business services. In other sectors, lack of information was seen as the greatest obstacle. Language or cultural barriers were much more frequently reported as an obstacle in business services than in other sectors (32% versus 4%). The same was true for finding appropriate staff (30% versus 11%).

Organisation size also had an impact on the type of obstacles identified. Small organisations perceived bidding costs and time constraints as the most important obstacle (61%) while larger organisations ranked the lack of information first (60%). This reflects the difficulty small firms face in dedicating resources to the preparation of bids.

For the future: The methodological difficulties encountered by the survey were in part due to the lack of good baseline information on education and training services in Canada. The information gap in the area of education and training abroad could perhaps best be met through a sector-wide survey which would include information on exports as well as products and services aimed at the domestic market. A survey of this sort would complement the information available on public educational institutions. An on-going survey aimed at meeting a broad spectrum of needs could also be an effective platform for more targeted surveys, such as the one reported here.

1 Introduction

Canada is an active exporter of knowledge-based products and services. The export of Canadian knowledge and expertise, and Canada's participation in education and training abroad, has great importance from both a strategic and humanitarian standpoint. Yet relatively little is known about the performance of Canadian firms in this field.

There is a pressing need for information to assist policy departments and stakeholders interested in developing opportunities for the export of Canadian education and training services. The Policy Research Initiative provided funding to Statistics Canada to conduct a small-scale survey aimed at filling one piece of the puzzle: contracts awarded to Canadian organisations by International Financial Institutions (IFIs), to provide education products or services to countries in the developing world.

Canada is a member state of the IFIs, which include the World Bank (WB), the African Development Bank (AFDB), the Asian Development Bank (ADB), the Caribbean Development Bank (CDB), Inter-American Development Bank (IADB) and the European Bank for Development and Reconstruction (EBDR). As a member, Canada contributes to the financial resources of the banks, which are used to finance projects in the developing world. In return, Canadian organisations can bid on certain contracts funded by the banks.

Very little is known about the involvement of Canadian firms in the IFI market. While some information on the value of contracts awarded can be gleaned from administrative records, the profile of successful organisations, the type of partnerships they form, the determinants of success and the obstacles they face are all unknowns.

This study looks specifically at Canadian firms that engaged in education or training abroad through projects funded by the IFIs, and was conducted to inform policy and program development aimed at supporting export activities. The Department of Foreign Affairs and International Trade (DFAIT) and Industry Canada led the project.

Survey Objectives

The *Survey of Activity with International Financial Institutions: Canadian Knowledge-based Services and Products Abroad* was designed to gather information on:

- the transfer of Canadian knowledge, skills and expertise through education or training activities in projects funded by IFIs,
- the marketing and sale of Canadian education and training products through projects funded by IFIs,

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- a profile of Canadian organisations that bid successfully on IFI funded projects and participated in these activities.

The survey was conducted in April 2001 and collected information on contracts signed in 1998 and 1999. All of the IFIs were covered, with the exception of EBRD, which did not engage in education or training projects.

In the context of this survey, education and training could be the primary goal of the contract, for example, establishing a school or training institute, teaching a course, developing curriculum, or designing education or training infrastructure. Also included were contracts with an education and training component even though the primary goal was something different. For example, a contract to build a power dam in a developing country might include training local inhabitants in its operation and maintenance.

The survey covered only contracts won through an international competitive bidding process. Contracts funded by the IFIs can be tendered and obtained through a variety of practices. It is only through the international bidding process that Canadian organisations compete in the same open market with organisations from other countries. Thus, contracts obtained as a consequence of listings with the Canadian International Development Association (CIDA) and Technical Assistance contracts obtained through practices other than international competitive bidding were not covered by this survey. The Appendix contains more information on the survey's coverage.

Data limitations

The survey was conducted on a voluntary basis. All potential respondents were contacted in advance to seek their support and non-respondents were followed up twice. Despite these efforts, the survey achieved a response rate of only 44%. Reasons for the low response rate include the complexity of the survey, and difficulty in reaching the contact person in many of the surveyed organisations.

Despite operational difficulties and data quality limitation, the study uncovered a number of important and interesting fact.

Thus, the results do not fully represent the education and training activity of Canadian firms with the IFIs. Some basic comparisons with information in the DFAIT database point to biases in the survey results, in particular, under-reporting of large contracts. The average value of contracts reported in the survey is approximately $600,000; according to the DFAIT database, the average value of contracts of the target population is $970,000.

Nevertheless, the survey uncovered a number of important and interesting facts. This report presents the key findings. The results are mainly presented as percentage distributions based on information provided by the respondents, without adjustment for non-response.

The survey also provided insights into some of the operational difficulties encountered in surveying this sector. These difficulties have been documented in the Appendix, along with a detailed description of the survey methodology, and will provide useful information for future data collection initiatives.

Organisation of the report

Section 2 reviews the functioning of the IFI market and looks at the market in Canada. In Section 3, the nature of the contracts and importance of the education and training component are examined. Section 4 analyses factors that contribute to the success of organisations involved with IFIs. Concluding remarks are presented in Section 5.

II The International Financial Institutions Market

The functioning of the IFI market

International Financial Institutions share a global mandate of reducing poverty and promoting the social and economic progress of developing countries. To further these goals, they offer financial assistance in the form of loans and grants to projects within these countries.

Four of the five IFIs covered by the survey are Regional Development Banks (RDBs): the Inter-American Development Bank, the Asian Development Bank, the African Development Bank, and the Caribbean Development Bank. RDBs distribute funds to their regional member countries. Other countries may be members but generally do not borrow from these banks. However, organisations from non-regional member countries may be allowed to bid on contracts funded by the RDBs.

The World Bank (WB) distributes development funds worldwide. Canada is also a member of the WB and Canadians bid on WB funded projects.

The funds used by IFIs to support development projects are derived in part from capital contributed by member countries, and this capital is used to raise additional funds in the international bond market. The development funds are disbursed to borrowing countries to purchase goods, works and services[1].

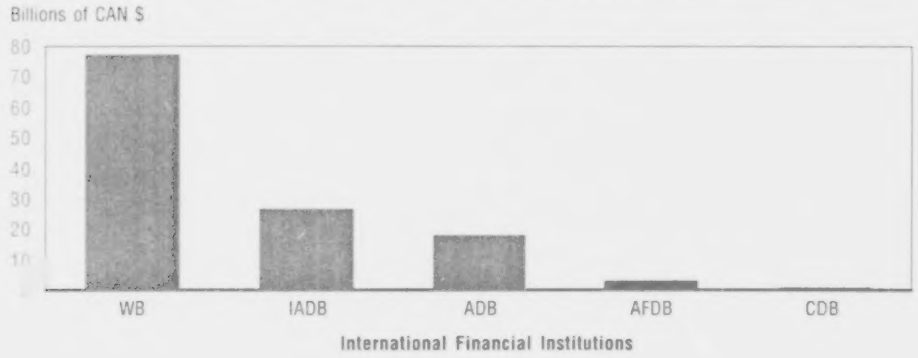
A significant share of IFI funding goes to projects in the education and training sector of developing countries. The projects aim at improving access to and quality of education for youth and adults, for example, by building infrastructure, and developing curriculum and new teaching methods. The international marketplace for the education and training services sector is estimated at $100 billion dollars annually[2]. Other sectors also engage in the transfer of skills and knowledge. For example, training may accompany the sale of industrial equipment, new technologies or the building of infrastructure. It also takes the form of developing or reforming foreign government policies and programs.

The International Financial Institutions in 1998 and 1999

The World Bank and the four regional banks examined in this study approved over $125 billion Cdn (or $80 billion US) in loans world wide to fund development projects in 1998 and 1999. Almost two thirds or $80 billion of these funds were approved by the World Bank, the largest player in the IFI market. The Inter-American Development Bank followed, with nearly $30 billion. Next came the Asian Development Bank, at just over $16 billion. The African Development Bank and the Caribbean Development Bank combined approved a total of just under $5 billion over the two years.

Chart 1

Total loans approved by International Financial Institutions, 1998-1999



The IFI market in Canada

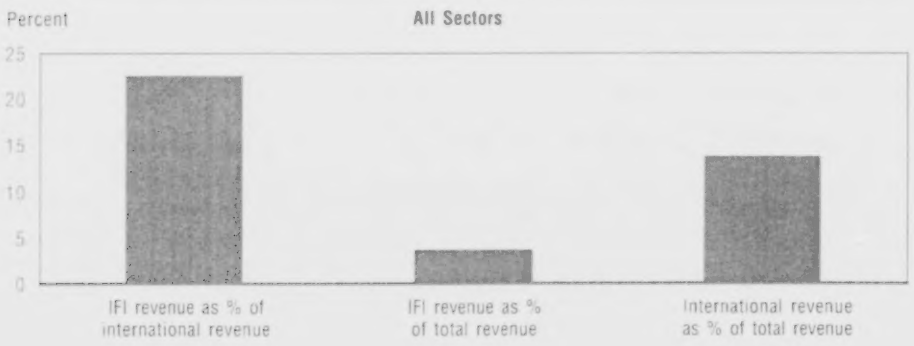
Unfortunately, the low response rate to the survey precludes a reliable estimate of the number and value of IFI funded contracts awarded to Canadian firms. Among Canadian organisations that responded to the survey, the value of IFI contracts relative to overall gross revenue was relatively modest, at 4% (Chart 2).

Another measure of the relative importance of IFI contracts for Canadians is the ratio of revenue from IFI contracts to total international revenue. In 1998 -1999, over 22% of all international revenue of the respondent organisations was generated by IFI funded projects.

Overall, for the organisations that participated in this survey, international revenues (that is, revenue from all international sources, not just IFIs) represented 14% of total revenue.

Chart 2

Selected revenue ratios of Canadian organisations that bid successfully on IFI-funded contracts, 1998-1999



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Successful Canadian enterprises: A profile

What do Canadian firms that engage in education and training activities in the IFI environment have in common? What are their characteristics? This section profiles successful organisations.

The typical organisation winning a contract in 1998 or 1999 was a for-profit firm (84%). More than half (55%) had more than one location in Canada. Respondents to the survey were mostly private sector firms and information from DFAIT confirms that the public sector does not currently play a significant role in the IFI market.

As shown in Chart 3, almost three in four survey respondents (71%) were from Canada's business services sector. Business services are industries engaged primarily in providing services to the business community. Included are computer services, accounting services, architectural and engineering services, lawyer and notary services, management consulting services, and so on. The remaining 29% of successful organisations were fairly equally represented by governments, the manufacturing industry and a residual "other sectors" group (including transportation, communications, utilities, wholesale and retail trade, and education services).

Almost 3 in 4 of the survey respondents – organisations that bid successfully on an IFI-funded project in 1998 or 1999 and that provided education and training abroad – were in Canada's business services sector.

This distribution of the number and value of IFI funded contracts by sector (Chart 4) shows an even greater dominance of business services. In particular, this sector accounted for 85% of the total value of all contracts.

Among business services respondents, IFI funded contracts accounted for 4% of gross revenue accrued in 1998 or 1999, compared with 2.5%, on average, for other sectors. The value of IFI contracts as a proportion of all international revenue varied substantially by sector: 33% in business services compared with 8% in other sectors.

Organisation size

On the whole, successful firms tended to be small in terms of workforce. Among the private sector firms, over 60% had fewer than 100 employees in Canada, and 37% had fewer than 20 employees. Still, large firms have a definite presence in the IFI market. Among firms responding to the survey, more than one in five had a Canadian workforce in excess of 500 employees. Note that the survey did not gather information on employees hired abroad.

There is room for both big and small players in IFI-funded projects involving the transfer of Canadian know-how.

Chart 5 highlights a quite sharp contrast between business services and all other sectors with respect to employee base. Specifically, successful firms in the business services sector tended to be larger. The proportion with fewer that 20 employees was 32%, compared with about half in other sectors. At the other extreme, 26% of the successful firms in business services had more than 500 employees, compared with only 12% for other sectors.

Firms with more than 100 employees—representing 37% of firms bidding successfully on these contracts—obtained 53% of the contracts.

Chart 6 shows a distribution of firms responding to the survey by total annual revenue. Overall, the results show a wide dispersion. About 40% of successful firms had annual revenues of less than $5 million, of which nearly half earned less

than $1 million per year. But close to 30% were in the range of $10 to $100 million and another 15% or so had revenues topping $100 million.

The total revenue of successful firms tended to be higher in business services than in other sectors. About 35% of the firms in business services had annual revenue below $5 million, compared with nearly 60% for other firms.

Chart 3

Percentage distribution of responding organisations by sector, Canada, 1998-1999

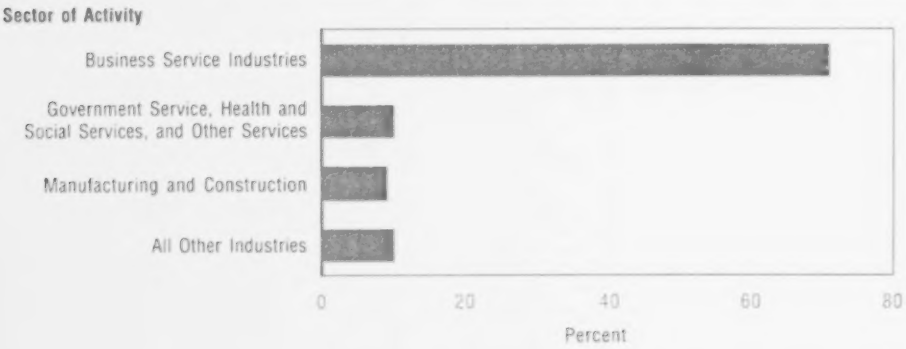


Chart 4

Percentage distribution of the number and value of IFI contracts by sector, 1998-1999

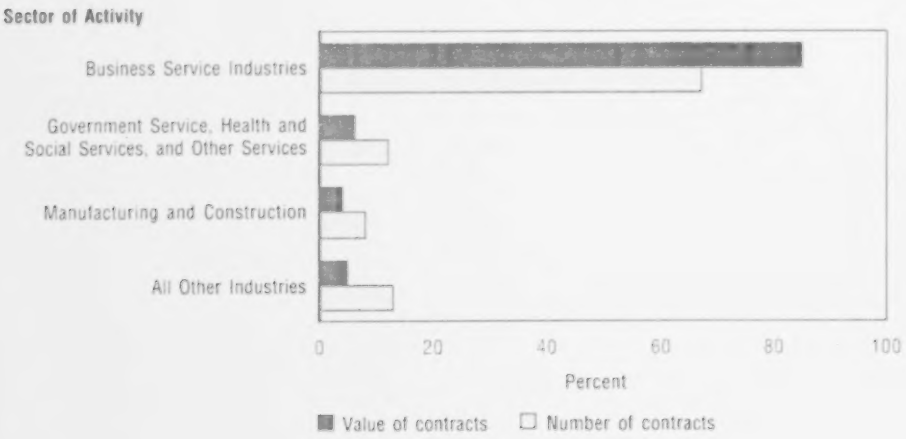


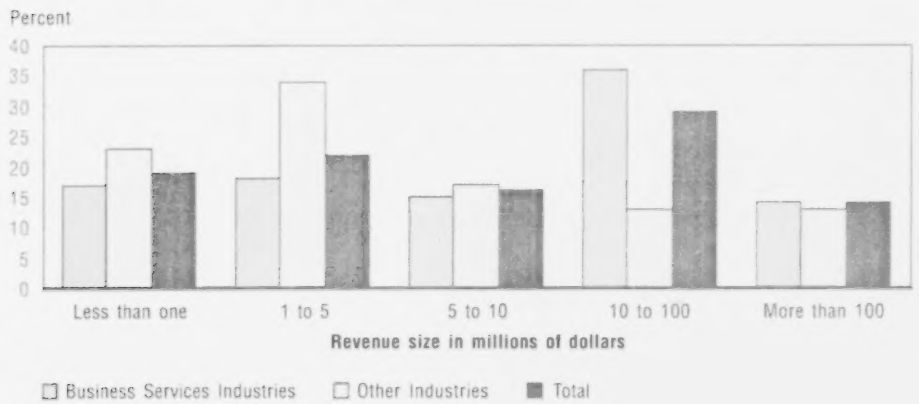
Chart 5

Distribution of responding organisations by number of employees, 1998-1999

Note: Private firms only.

Chart 6

Percentage distribution of responding organisations by total revenue, 1998-1999



Note: Private firms only.

III Activities of Canadian organisations abroad

The contracts awarded to Canadian organisations by borrowing countries were varied in size, type and region of the world where they were executed. This section looks at the contracts won in terms of value, type, funding institution and where the work took place.

Number and value of contracts

Contracts with foreign governments to develop program, policies or infrastructure, accounted for 35% of contracts and 39% of their total dollar value.

The survey results show that, on average, respondents won just over 2 contracts per year and the very large majority (87%) of them were prime contracts as opposed to subcontracts (Chart 7). Prime contracts are bid on, won and executed by an organisation working alone or in partnership. In a subcontract scenario, the organisation that bid on and won the contract hires another organisation to execute the work.

The contracts ranged widely in value, from $5,000 to more than $4 million. The reported median value was $337,500. (Note that respondents were asked to report details on up to four contracts, selected systematically. A cut-off of four was used to reduce response burden. More details are provided in the Appendix.)

Chart 8 shows that close to two thirds of all contracts reported in the survey were under $500,000 and none were over $5 million. A comparison with information from the DFAIT database shows that projects between $500,000 and $1 million are over-represented in the survey while larger contracts are under-represented. The median value of contracts reported in the survey was almost identical to the median value of all contracts reported on the DFAIT database. However, the mean value obtained by the survey was 40% below the mean value on the DFAIT database.

Although the Canadian business services sector commonly won the contracts, it was frequently foreign governments that tendered the contracts and gained from the purchase of Canadian expertise and services. Contracts with foreign governments, to develop programs, policies or infrastructure, accounted for 35% of contracts and 39% of their total dollar value. The education sector of foreign countries was the second most common area of work, accounting for an additional 18% of all contracts. Projects in the utilities sector abroad ran a close third, with 17% of all contracts.

Funding banks

Survey results indicate that The World Bank was the largest source of contracts for respondent organisations in 1998 and 1999. Chart 10 shows that the World Bank was involved in more than 60% of all contracts earned by Canadian organisations participating in the survey in those years. The Asian Development Bank (including

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Technical Assistance) ranked second with 16%. Canadian businesses were much less involved in projects funded by other international institutions.

Note that the distribution of the number of contracts in Chart 10 refers to all contracts signed by survey respondents in 1998 or 1999, whereas the distribution of the value of contracts is based only on the information collected for a maximum of four contracts per responding organisation. Thus, the share based on the number of contracts is more robust. A comparison with information from the DFAIT database tends to support this conclusion.

The median values of contracts funded by the World Bank, the Inter-American Development Bank and the Caribbean Development Bank were quite comparable (Chart 11). Contracts funded by the Asian Development Bank and the African Development Bank tended to be much larger. For example, the median value of contracts funded by the AFDB was $538,000, almost twice the value of contracts funded by the World Bank ($288,000).

Region of activity and type of contract

As shown in Chart 12, 41% of the contracts were executed in Africa. Close to a third (31%) were carried out in Asia or Oceania and 23% in South or Central America. In value terms, the distribution by region was almost exactly the same. Over 40% of contracts funded by the World Bank were executed in Africa, mirroring the distribution of contracts generally.

Fully 82% of the contracts won were for sales of services. Other contracts were divided almost equally between sales of goods and equipment (8%) and sales of civil works (10%). Services offered were mainly consulting services and feasibility studies, education and training, and planning services. Some examples are developing waste management policies, conducting a feasibility study of a road project and developing a master plan for municipal infrastructure.

Contracts for goods and equipment were mainly concentrated in Africa (55%) and South and Central America (33%) while works and services contracts were more evenly distributed across all regions.

Education and training activities

This survey was directed to organisations that engaged in education and training activities through IFI funded projects. These organisations were asked to provide information on up to four contracts that had been signed in 1998 or 1999. Details were then provided on any education and training activities that formed part of these contracts. For all contracts signed by these organisations in 1998 or 1999, two-thirds contained an education or training component.

The nature of the education and training activities was quite broad. Of all reported activities, 76% took the form of knowledge transfer and teaching and training activities. Canadian organisations assisted foreign governments to enhance their operational capacity in such areas as program and policy development and government infrastructure. Both governments and private sector players were assisted in the design, development and management of health care, environmental,

agricultural, utilities, transportation and water management systems, the management of human resources, the use of computer technologies, the use of specific industrial equipment and the like.

An additional 20% of the education and training related activities were directly targeted to the education and training sectors in foreign countries. For example, these activities included the design and development of education curriculum, the design of schools and training institutes, managing graduate scholarship programs, and designing distance education programs. The remaining 4% of selected activities included the sale of products such as books, manuals and other materials that supported learning contexts.

In 1998 -1999, these types of activities represented more than a third (37%) of the total value of the contracts involved (Chart 13). However, large differences existed by sector. In business services, 29% of the value of contracts was devoted to training compared with 66% in all other sectors. Most of the organisations (89%) were able to provide this education or training component of their contracts themselves.

Chart 7

Percentage distribution of survey respondents by number of contracts earned, prime and subcontracts, 1998-1999

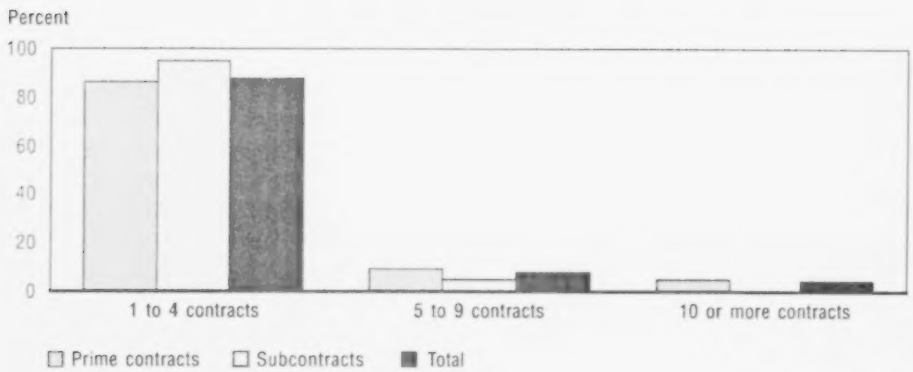

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Chart 8

Value of contracts, survey results and DFAIT database, 1998-1999

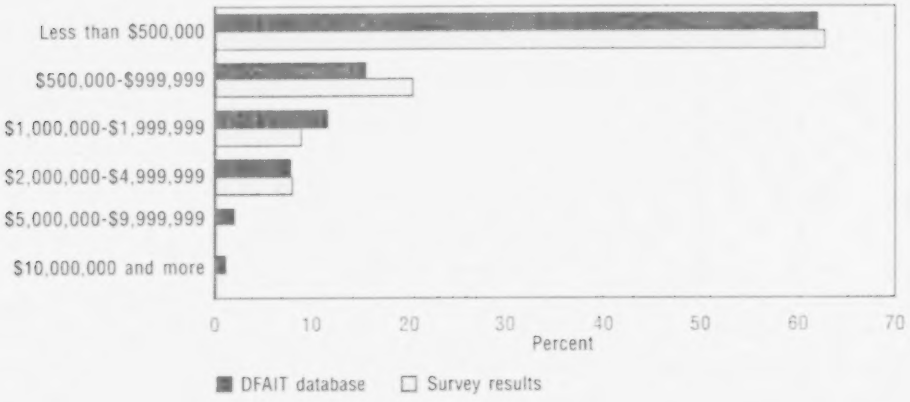

Chart 9

Distribution of the number and value of contracts by economic sector where most of the work took place, 1998-1999

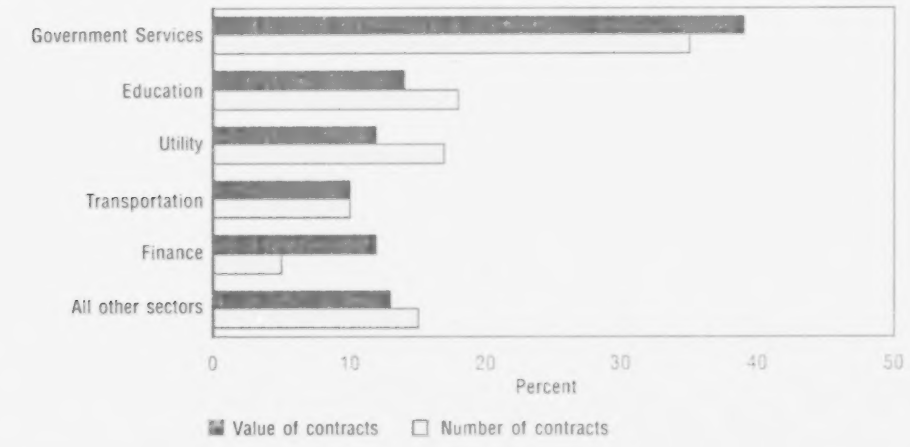

Chart 10

Percentage distribution of the number and value of contracts reported by respondents, by funding bank, 1998-1999

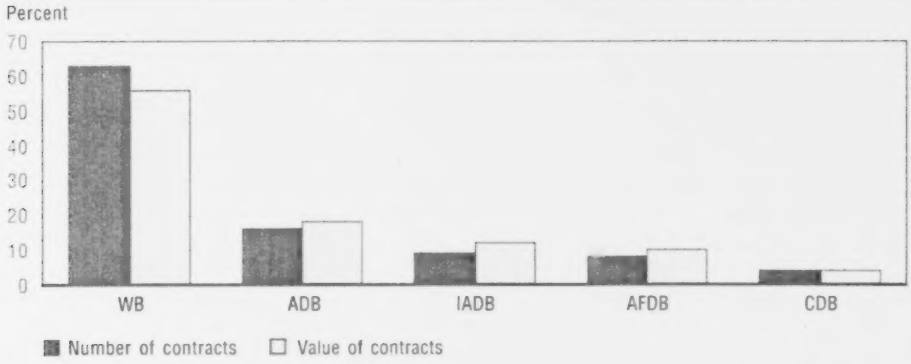

Chart 11

Median value of contracts funded by IFIs as reported by survey respondents, 1998-1999

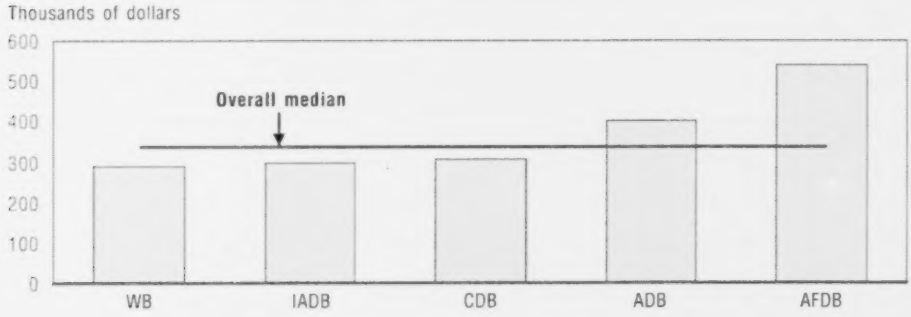

Chart 12

Distribution of contracts (number and value) by region of the world where they were executed, 1998 and 1999

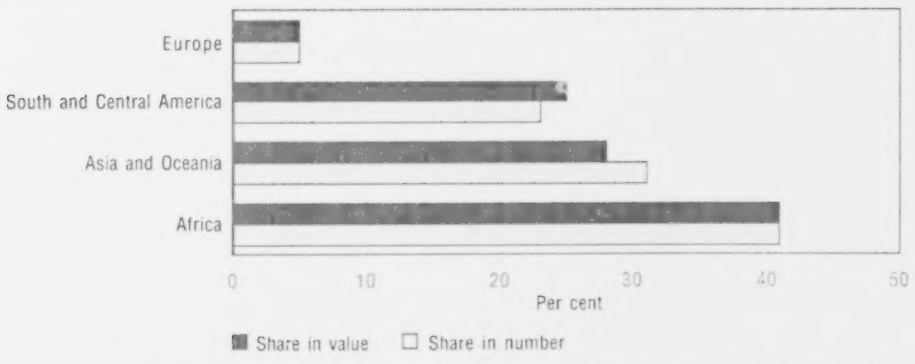

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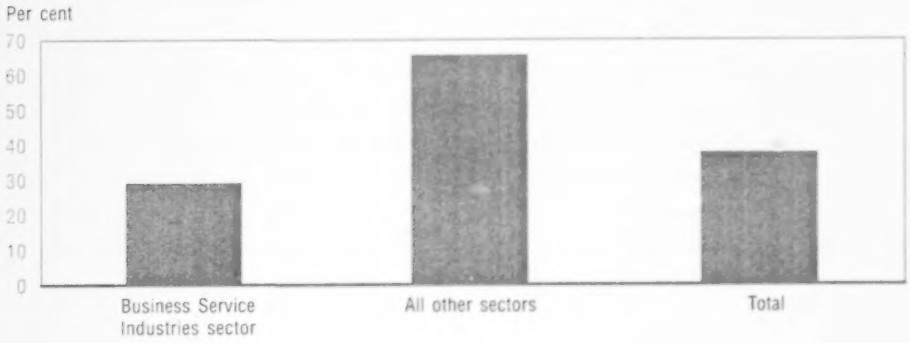
Chart 13

Proportion of contract value devoted to education and training, by economic sector, 1998-1999



IV Determinants of success

A variety of factors

The IFI market is competitive and Canadian firms use many strategies to secure contracts offered by foreign countries. As shown in Chart 14, the most frequently reported determinants of success were specific knowledge, skills and expertise (84%) and presence abroad (67%). In third place, survey respondents mentioned contacts with officials of the Canadian Trade Commissioner Office, IFIs or foreign governments (54%).

Presence abroad

Canadian firms depended on expertise and presence abroad to secure IFI-funded contracts.

Most firms (89%) reported that they maintained a presence or contacts abroad. In the business services sector, 87% of the organisations kept a presence abroad; the proportion reached 95% in other sectors.

The survey also gathered information on the methods used to maintain a presence abroad. Methods ranged from maintaining an office in selected foreign countries, or having staff living abroad, to advertising products or services in foreign publications.

Three of the most popular methods were visiting selected foreign countries, using Internet or e-mail and maintaining contacts with officials abroad. More than 80% of the firms used these three methods (Chart 15). About half of the successful organisations hired a local agent or used the Canadian Trade Commissioner Services in foreign countries. A smaller percentage reported advertising in foreign publications (10%) or using other methods (20%).

Small firms, with under 100 full-time employees, generally maintain less presence abroad and favour the least expensive methods. Medium and large organisations were more likely to visit the countries, hire a local agent, maintain a foreign office and use the Canadian Trade Commissioner services (Chart 16). However, advertising in foreign publications was more popular among small than larger firms.

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Chart 14

Most important factors of success for survey respondents, 1998-1999

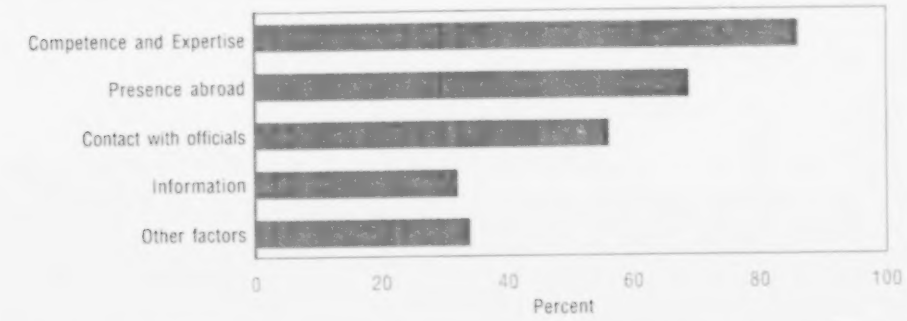


Chart 15

Methods used to maintain presence abroad, 1998-1999

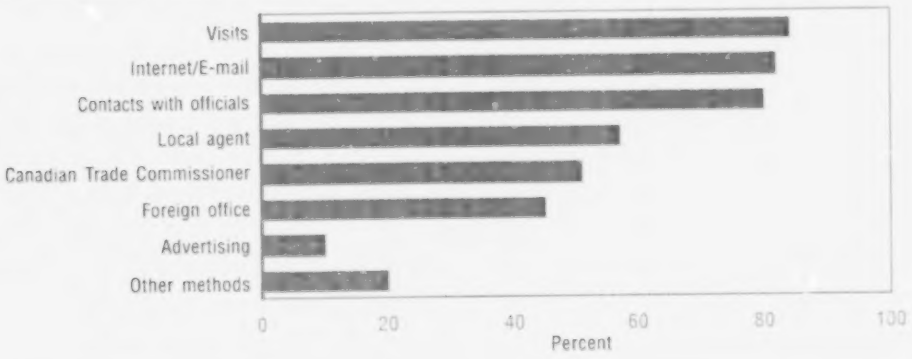
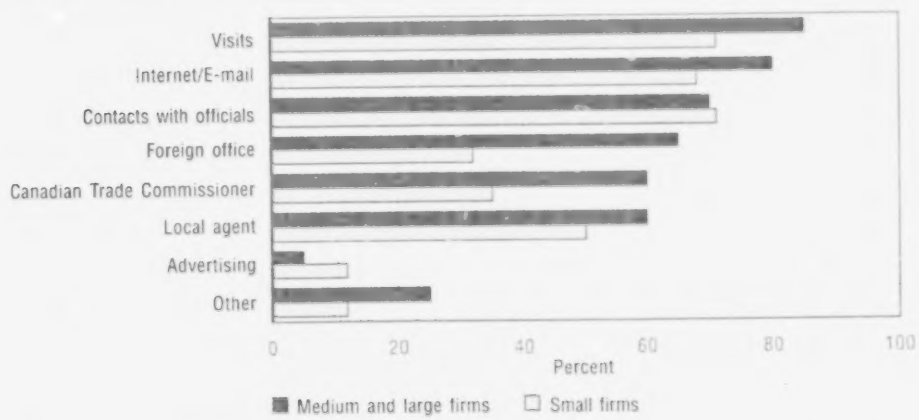


Chart 16

Methods used to maintain presence abroad, small and large organisations, 1998-1999



Partnerships

The survey results show that organisations form partnerships to obtain information and assemble the competencies needed to obtain and execute IFI-funded contracts.

Nearly 80% of successful organisations formed partnerships to obtain information or submit bids for IFI-funded contracts.

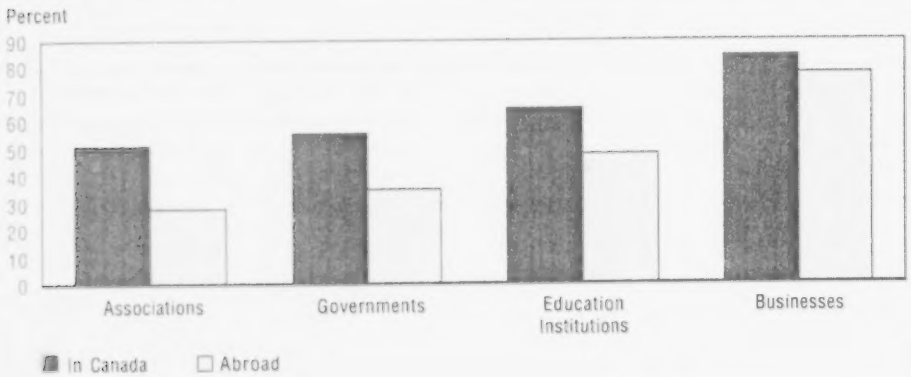
Nearly 80% of successful organisations formed partnership to obtain information or submit bids for IFI funded contracts. Close to three in four (73%) formed partnerships within and outside Canada. A small proportion formed partnership in Canada only (17%) or outside Canada only (10%).

Legal and informal partnerships were almost equally used. A legal partnership involves a legal agreement outlining the terms of partnership for all parties. An informal partnership is a casual agreement between organisations to assist each other in business activities through referrals, sharing of information, and so on. Some 42% of successful organisations formed both informal and legal partnerships, while 25% formed legal partnerships only and 33% informal partnerships only. Overall, 75% of organisations entered into informal partnerships compared to 67% into legal partnerships.

Of the organisations that formed partnerships, 88% did so with businesses (Chart 17). They also created alliances with education institutions and governments and, to a lesser extent, with associations. A smaller proportion of organisations formed partnerships abroad than in Canada.

Chart 17

Percentage of organisations forming partnerships in Canada or abroad by type of partner, 1998-1999



Programs and services used

The survey asked respondents to indicate the programs or services they used to assist them in obtaining information or preparing bids for IFI-funded contracts. They were also asked to rate their usefulness.

Almost all successful organisations (90%) used at least one program or service to obtain information or submit bids for an IFI contract, evidence that collecting information is an important task that most organisations cannot easily do

alone. Assistance is required to obtain information on new projects and on bidding procedures.

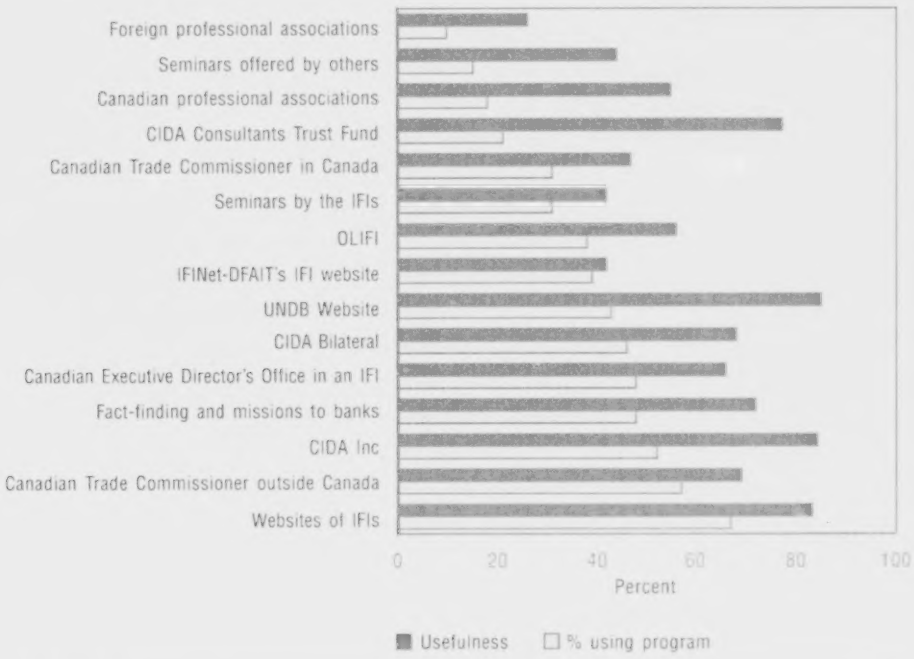
Websites maintained by the IFIs were the most popular service used (Chart 18). More than two thirds (67%) of organisations used them and 83% found them extremely or quite useful. Two other services were used by more than 50% of the organisations: the Canadian Trade Commissioners outside Canada and CIDA Inc. All other services were used by less than 50% of organisations. The most used services were typically judged to be the most useful.

Websites of the IFIs were the most frequently-cited source of information, and survey respondents found them very useful.

Some services were less popular but nevertheless well rated by their users. This is the case of the CIDA Consultants Trust Fund, Canadian and foreign professional associations and seminars offered by organisations other than IFIs. Further investigation would be required to determine if these services are under-utilized or if they were designed to serve only a specific population.

Chart 18

Proportion of responding organisations using assistance programs and proportion rating these programs as quite or extremely useful, 1998-1999



Bidding costs

Organisations spend a certain amount of money to purchase bidding documents and prepare their bids. This may involve travelling abroad, doing research, preparing costs estimates and work plans. Sometimes new staff has to be hired to do the work.

The bidding cost ratio is the ratio of the amount of money spent to purchase bidding documents and prepare bids to the value of the contract. Over all contracts reported for 1998 or 1999, for every dollar invested in preparing and submitting bids, Canadian firms received on average $46 in return. This ratio was largely influenced by the large number of contracts in the business sector, which had a ratio of investment to return of 1:44. The ratio for the other sectors was 1:54.

The number of contracts reported in the survey was not large enough to allow the calculation of a bidding cost ratio for each of the three categories of contracts. Instead, a ratio was calculated for services and another for goods and equipment and works combined. The bidding cost ratio for service contracts was estimated at 1:44, compared to 1:59 for other contracts.

Obstacles

Respondents were asked to report the three most important obstacles they faced when participating in IFI funded contracts. As the firms surveyed were successful, one can conclude that they were able to overcome the obstacles identified. Barriers faced by organisations that were unsuccessful could be different. However, the relative consensus on the most important obstacles allows for a certain extrapolation.

Bidding costs and time constraints imposed by the bidding process were reported as obstacles by 52% of respondents.

Bidding costs and time constraints were reported as obstacles by 52% of organisations (Chart 19). Very close behind are lack of information (48%) and bureaucracy (45%). Difficulties in finding appropriate staff, competition and language or culture issues were each reported as obstacles by 20% to 30% of organisations.

Some differences were noted by sector (Chart 20). Outside the business services sector, the lack of information was the most important obstacle. Bidding costs and time constraints imposed by the bidding process were more of an obstacle in business services sector. Language or cultural barriers were much more frequently reported as an obstacle in business services than in other sectors (32% versus 4%). The same was true for finding appropriate staff (30% versus 11%).

An organisation's size also had an impact on the type of obstacles encountered (Chart 21). Small organisations perceived bidding costs and time constraints as the most important obstacle (61%) while larger organisations ranked the lack of information first (60%). This reflects the difficulty small organisations face in dedicating resources to the preparation of bids. Bureaucracy was identified as the second most important barrier by both small (45%) and large (40%) organisations.

In summary, the survey results show that to compete in the IFI market, organisations have to invest time and resources to obtain information and maintain contacts with foreign countries. In order to increase their chances, most organisations do not hesitate to create partnerships. They also used services offered by IFIs and other stakeholders.

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Chart 19

Proportion of responding organisations facing obstacles in the IFI market, 1998-1999

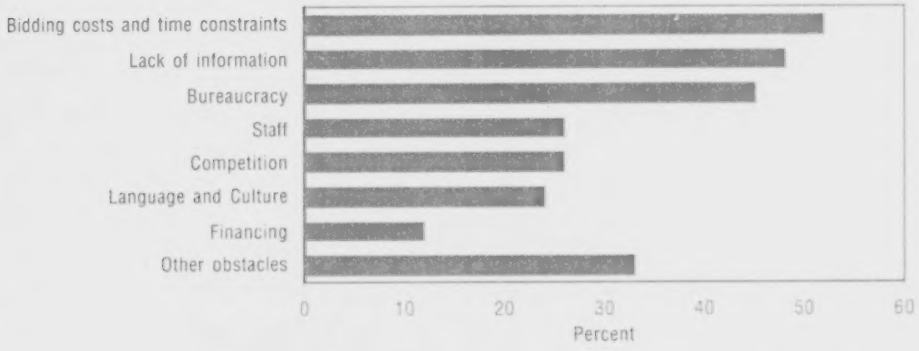

Chart 20

Proportion of responding organisations facing obstacles in the IFI market, by sector, 1998-1999

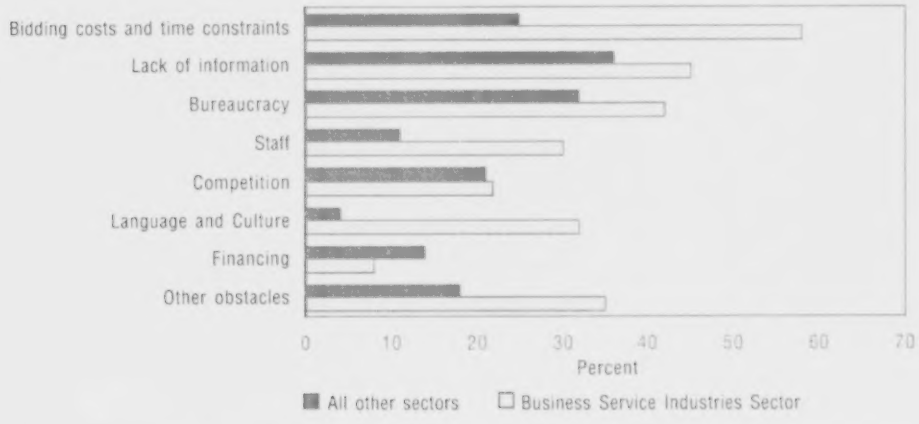

Chart 21

Proportion of responding organisations facing obstacles in the IFI market, by size of organisation, 1998-1999

Catalogue no. 81-595-MIE2001002

V Conclusion

The survey at the centre of this report was part of a process designed to measure facets of the Canadian education and training sector. The survey focussed on a very specific segment of the market for education services. It encountered difficulties early on, in the development of an appropriate frame. Despite shortcomings, the decision was taken to continue the survey as an exploratory exercise.

Indeed, the survey produces some new and interesting results, but they should be used with caution given the low response rate and the bias observed in the data. The study was inconclusive as to the absolute size of the market for IFI-funded contracts in Canada. The relative importance of these contracts was estimated at 22% of international revenue of respondent organisations.

The survey offered insights into the functioning of Canadian organisations that participate in education and training activities in developing countries through the IFI funded project environment. These organisations come from a variety of Canadian industrial sectors and the transfer of knowledge, skills and expertise can cover a wide range of subject areas. The Canadian business services sector, with its broad range of skills, is a particularly important player in this environment and executed most of these contracts. The survey also revealed the importance of the transfer of knowledge to the developing world. Of all contracts signed by respondents in 1998 and 1999, fully two thirds included an education or training component. On average, the education or training component accounted for 37% of the value of those contracts.

Successful organisations relied on their expertise, but also on a presence abroad and contacts to obtain contracts from foreign countries. To obtain information on contracts and prepare their bids, most used resources or services made available to them by financial institutions, governments or other organisations. The websites maintained by the IFIs was the most popular service.

Two major factors hampered the survey: the quality of the source information on firms competing in the IFI market and data collection problems. First, the survey frame, which is the list of all potential respondents, was difficult to build. It was based on information transferred from the Canadian executive director's office in each of the IFIs. No other sources were available to complete or support the information transmitted from this source. Second, the complexity and length of the questionnaire, combined with the frequent unavailability of the key person in some of the organisations, added to the problem.

In summary, while sector analyses such as the present one are useful to learn about the functioning of a specific sector, a more comprehensive study of the education and training services sector should be undertaken to better gauge the relative importance of each sub-sector involved. Such a survey would also measure the overall size of the Canadian market for such services and obtain a profile of

organisations involved. As the present survey has shown, the most important challenge resides in the creation of a comprehensive and timely list of providers of education and training-related products and services (the survey frame) and in the development of a data collection strategy capable of reaching the providers of these services.

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Appendix

Survey Methodology and Data Quality

This Appendix describes the methodology and data quality of the *Survey of activity with International Financial Institutions: Canadian knowledge-based services and products abroad.* It also provides a description of bidding practices sanctioned by the IFIs as these are relevant to the scope of the survey.

Coverage

The survey was designed to be a census of organisations that had engaged in education or training activities through the IFI project environment and had bid successfully on a contract with in 1998 or 1999.

To be included in the survey, the contract had to be won by means of an international competitive bidding process where the project was funded in whole or in part by one of the following IFIs:

- African Development Bank
- Asian Development Bank
- Caribbean Development Bank
- Inter-American Development Bank
- World Bank

Contracts obtained as a consequence of listings with the Canadian International Development Association (CIDA), including work done under CIDA's Canadian Consultant Trust Funds (CCTF), were not covered.

The survey asked a few screening questions to determine the involvement of respondents in education and training outside Canada. Organisations that had never been involved in education and training were designated out-of-scope and were excluded from the survey.

Although the in-scope organisations had been engaged in education and training at some time, one third of IFI funded contracts examined in this survey did not in fact include an education or training component in the reference period.

Procurement practices

Borrowing countries usually approach an IFI for development assistance. The IFI evaluates the project and creates a project team to develop a plan in collaboration with officials from the borrowing country. Once approved, responsibility for managing and implementing the plan falls to the borrowing country. An IFI financed project's duration may be long by commercial standards. From the time a project is identified to the time it is completed, several years may pass.

The IFIs have procurement guidelines that borrowing countries must follow when purchasing goods, works and services, evaluating bids and selecting winners. The procurement rules are on the whole quite similar across the banks. (The websites of the IFIs can be consulted for details.)

While many bidding practices exist, the most common is International Competitive Bidding. (Others are Limited International Competitive Bidding, National and Local Bidding, International and National Shopping, Force Account and Direct Purchase.) In the case of International Competitive Bidding, once the bank and the borrowing country agree upon the tendering or bidding process, the borrowing country communicates its needs to the international business community. This is done through newspapers, specialised magazines, the United Nations Development Business site and notification to local representatives of eligible member countries.

Advertisement requirements may vary slightly from one bank to another, and from one type of contract to another. For small contracts, the borrowing country may be allowed to limit advertising although it must still provide to the bank a short list of qualified consultants. There are six methods of selection for consulting services: Quality/Cost Based Selection, Quality Based Selection, Selection under a Fixed Budget, Least Cost Selection, Selection Based on Consultants Qualifications and Single Source Selection.

In addition to providing development assistance in the form of loans, IFIs also provide non-reimbursable grants for the acquisition of expertise in the form of specialised consulting services. This expertise, known as Technical Assistance, can be acquired by a country using a grant from the IFI, or the IFI itself may hire the expertise to assist its own staff in conducting feasibility studies, project evaluation, or project design and implementation.

Technical Assistance projects differ from standard consulting services contracts. While most standard consulting contracts are open to international competition, consulting firms of contributing member countries registered with the IFI are generally the only ones considered for Technical Assistance contracts. Of the five IFIs covered in the survey, the Asian Development Bank is the only one that engages consultants for Technical Assistance on an international competitive basis. For this reason, they are the only Technical Assistance contracts included in this report.

The practice of restricting competition for Technical Assistance can be traced to the fact that member countries usually fund the work. For example, the CIDA finances the Canadian Consultants Trust Fund, and promotes the hiring of Canadian consultants to carry out projects under the fund.

Survey frame and reference period

Each IFI receiving contributions from the Canadian government has a Canadian Executive Director. This officer can request information that is pertinent to the Canadian government. The Canadian Executive Director in the five IFIs covered by the survey requested a list of all Canadian organisations that won contracts in 1998 or 1999.

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There is considerable delay in completing such a list since the banks themselves are dependent on information being transferred from borrowing countries. As a consequence, 1998 and 1999 were selected as the reference period for a survey conducted in April 2001.

The Canadian Executive Directors transferred the lists to DFAIT. DFAIT passed them on to Statistics Canada to form the survey frame. The lists were incomplete in that addresses and contact persons were frequently missing. Several databases were searched to complete the information needed to contact the organisations in question, including:

- Strategis (Industry Canada)
- Winexport (DFAIT)
- Business Register (Statistics Canada)
- Membership list of Canadian Association of International Development Consultants (CAIDC)
- Canada 411 website
- Yellow Pages website

As a result of this process, enough information was collected to contact 160 of the 245 organisations named on the lists provided by the banks.

Collection methodology

The data were collected via a mail out questionnaire. The questions covered:

- financial information on the organisation
- use of government programs designed to assist operators in the export environment
- an assessment of those programs
- costs related to the preparation of tenders and bids
- the sector targeted by the contract
- the nature of any education and training activities that took place through these contracts.

The information received from the IFIs included the dollar value of contracts won by a particular organisation in 1998 or 1999, the goal of the project, a project number and the name of the borrowing country.

During the pilot test for the survey, firms having a large number of contracts stated that they would not complete information for each contract as it was too time-consuming. For firms with five or more contracts, a selection of four contracts was made from the contracts appearing on the bank lists. The selection was done in such a way as to be representative of the information on the IFIs lists in terms of year of signing (1998 or 1999), the banks funding the contracts and the range of dollar values for contracts. Thus no respondent was asked to provide information on more than four contracts.

Over 90% of organisations covered in the final mail out had been involved in fewer than five contracts in 1998 and 1999. More specifically, 455 contracts, valued at $288 million, were originally identified on the bank lists. Of this total, 350 contracts, valued at approximately $240 million (83%) were covered in the mail out selection process.

A mail out to the 160 organisations occurred in April 2001. Follow-up letters were sent in June 2001 and a telephone follow-up was conducted over the summer of 2001 with the following results:

	Number of organisations	Number of contracts
Firms identified on IFI lists	245	n.a.
Out-of-business	85	n.a.
Original mail-out	160	350
Out-of-scope	21	32
Refusals	10	17
Non-response	68	141
Respondents	**61**	**160**

The out-of-scope organisations are ones that indicated that they never engaged in education and training. The response rate for the survey (44%) is the number of respondents as a percentage of organisations in scope (that is, the original mail-out minus the out-of-scope).

Sampling error

The survey produced estimates based on a census of organisations that satisfied the survey objectives and that could be accessed from the survey frame.

Because all organisations available to the survey were included in the collection process, survey estimates are not subject to the sampling variability that would have occurred if a sample of organisations had been selected.

Non-sampling error

Errors not related to sampling may occur at almost every phase of a survey. Respondents may misunderstand instructions or make errors in answering questions, the answers may be incorrectly entered on the questionnaires and errors may be introduced in the processing and tabulating data. These are all examples of non-sampling errors.

Over a large number of observations, randomly occurring errors will have little effect on estimates derived from the survey. However, errors occurring systematically or for small sample sizes (as in the case of this survey) will contribute to biases in survey estimates. Quality assurance measures were implemented at every step of the survey process. These measures include the use of a pilot test, evaluation of the survey frame, non-response follow-up, and 100% verification of data captured.

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Survey frame limitations

Several problems with the survey frame hampered the survey.

Incomplete lists from the banks: The lists of organisations were requested in two iterations, one for contracts won in 1998 and the other for contracts won in 1999. In the summer of 2000, it emerged that more than half of the information for 1998 had not been included in the first list. This raised serious questions as to the validity and completeness of the lists. There was no means of measuring the impact of exclusions from the lists.

In addition, a number of firms included in the lists were mailed the survey questionnaire but returned it, stating that they had not signed contracts in either 1998 or 1999. Others had signed a contract but nothing ever came of it, no work was done and no funds were received. It was generally not possible to tell whether the contract was out-of-scope for the survey or whether the information from the frame was incorrect (implying coverage errors on the frame).

Market volatility: During testing, Canadian organisations revealed the difficulties faced when operating in the international development context. The bidding environment is highly competitive. Of the 245 organisations originally identified in the lists from the banks, 85 (35%) were no longer operating or could not be identified through the searches described above (2 had undergone mergers with other firms). This left 160 organisations, and a potential undercoverage problem for the survey.

As a consequence, the survey frame cannot be safely assumed to constitute a census of the target population. The surveyed organisations also may not be representative. Lack of information on organisations not covered by the frame precluded adjustment of the survey results to compensate for the problems. This eliminated the possibility of calculating Canadian totals for participation, revenues and position relative to the rest of the world.

Despite these shortcomings, the survey was able to provide information on the usefulness of government programs and policies, and the importance of IFI-funded contracts to the organisations contacted.

Industry classification

The successful Canadian organisation providing services abroad through IFI funded projects were classified with respect to the nature of their business using the 1980 Standard Industrial Classification. The coding was done on the basis of the description provided by the firm, and cross-checked against the information on Statistics Canada's Business Register.

Endnotes

1 In the IFI environment, goods are raw materials, commodities, machinery, equipment, petrochemicals and manufactured articles. Works are mainly infrastructure and building construction.Services include professional knowledge, expertise provided by individuals, consulting firms and other specialists.

2 Industry Canada, Sector Competitiveness frameworks: Education and Training Services Overview, 1998.

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Culture, Tourism and the Centre for Education Statistics

Research Papers

Cumulative Index

Statistics Canada's **Division of Culture, Tourism and the Centre for Education Statistics** develops surveys, provides statistics and conducts research and analysis relevant to current issues in its three areas of responsibility.

The **Culture Statistics Program** creates and disseminates timely and comprehensive information on the culture sector in Canada. The program manages a dozen regular census surveys and databanks to produce data that support policy decision and program management requirements. Issues include the economic impact of culture, the consumption of culture goods and services, government, personal and corporate spending on culture, the culture labour market, and international trade of culture goods and services. Its analytical output appears in the flagship publication *Focus on Culture* (www.statcan.ca/english/IPS/Data/87-004-XIE.htm) and in *Arts, culture and recreation – Research papers*.

The **Tourism Statistics Program** provides information on domestic and international tourism. The program covers the Canadian Travel Survey and the International Travel Survey. Together, these surveys shed light on the volume and characteristics of trips and travellers to, from and within Canada. Its analytical output appears in the flagship publication *Travel-log* (www.statcan.ca/english/IPS/Data/87-003-XIE.htm) and in *Travel and tourism – Research papers*.

The **Centre for Education Statistics** develops and delivers a comprehensive program of pan-Canadian education statistics and analysis in order to support policy decisions and program management, and to ensure that accurate and relevant information concerning education is available to the Canadian public and to other educational stakeholders. The Centre conducts fifteen institutional and over ten household education surveys. Its analytical output appears in the flagship publication *Education quarterly review* (www.statcan.ca/english/IPS/Data/81-003-XIE.htm), in various monographs and in *Education, skills and learning – Research papers* (www.statcan.ca/english/IPS/Data/81-595-MIE.htm).

Following is a cumulative index of Culture, Tourism and Education research papers published to date

Arts, culture and recreation – Research papers

Forthcoming

Travel and tourism – Research papers

Forthcoming

Education, skills and learning – Research papers

81-595-MIE2002001	Understanding the rural-urban reading gap
81-595-MIE2003002	Canadian education and training services abroad: the role of contracts funded by international financial institution.

Survey of Activity with International Financial Institutions (IFI): Canadian knowledge-based services and products abroad

CONFIDENTIAL when completed

Collected under authority of the Statistics Act, R.S.C. 1985,C. S-19

Français au verso

Please update the information on the mailing label, above, if necessary.

Contact person	Title	
Department name		
Organization / Business / School / Association name		
Address		
City	Province	Postal Code

Purpose of the survey: The purpose of this survey is twofold.

- to gather information on the transfer of Canadian knowledge, skills and expertise through projects funded by the International Financial Institutions (IFI) that include a training component.
- to gather information on the marketing and sale of Canadian education and training products through projects funded by the International Financial Institutions (IFI).

The information from this survey will help Canadians and Canadian governments understand the nature of the IFI-funded marketplace and how Canadian businesses and organizations participate in the sector. This will assist governments in the design of promotional programs in support of Canadian export activities in the IFI-funded marketplace and in the development of appropriate research and policy initiatives in this area. Statistics Canada is conducting the survey with funding from the Policy Research Initiative of the Canadian Government. The Department of Foreign Affairs and International Trade has assumed management responsibilities for this survey.

The information you provide is confidential
Statistics Canada is prohibited by law from publishing any statistics which would divulge information obtained from this survey that relates to any identifiable business, organization, institution or individual without the previous consent of that business, organization, institution or individual. The data reported on this questionnaire will be treated in strict confidence, used for statistical purposes and published in aggregate form only (tables and charts). The confidentiality provisions of the Statistics Act are not affected by either the Access to Information Act or any other Legislation.

Your participation is important
Completion of this form is voluntary. However, your cooperation is essential to the accuracy of the information that is collected and to the understanding of Canadian activity in the IFI-funded marketplace.

Note of Appreciation:
Canada owes the success of its statistical system to the long-standing cooperation Statistics Canada receives from Canadian citizens, businesses, governments and other institutions. Accurate and timely statistical information could not be produced without their continued cooperation and goodwill.

Please complete and return this questionnaire within 15 days of receipt

If you require assistance in the completion of this questionnaire or have any questions regarding the survey, please contact

Centre for Education Statistics
Statistics Canada
Tunney's Pasture
Ottawa, Ontario
K1A 0T6

Phone: (613) 951-1519
Fax: (613) 951-9040
E-mail: couirob@statcan.ca

8-2200-412: 2001-02-08 SQC/SCT-173-75204

INTRODUCTION

It is the purpose of this survey to gather information from Canadian enterprises and organizations who provide knowledge-based services and products to developing countries, through projects funded by the International Financial Institutions (IFI). Most projects funded by the IFIs, in a number of business, industrial and government sectors, include the transfer of Canadian knowledge, skills and expertise through some form of training component. For example, a project that has as its main objective the installation of power infrastructure, will include the training of local workers in the maintenance and use of the equipment and related technologies. A project aimed at the privatization of government services will usually have a component whereby public or private sector workers in the developing country are trained in the administration or management of the new system. Canada also adds to knowledge-based competencies through the sale of education and training related products (i.e.,educational software, text books) and through projects aimed at establishing schools and training institutes. This survey examines the nature and level of this type of activity and the manner in which the IFI project sector operates.

The questionnaire is divided into four components:

Section A: collects general information about your organization

Section B: collects general information on activities related to International Financial Institutions (IFI)

Section C: collects general information on contracts funded by International Financial Institutions (IFI)

Section D: gathers specific information on up to 4 contracts that:

- were **signed in *your* fiscal years ending in 1998 or 1999** and
- were funded by **grant(s)** from the **Asian Development Bank Technical Assistance** program
- AND/OR were funded (in whole or in part) by **loan(s)** from any of the following banks:

  The African Development Bank
  The Asian Development Bank
  The Caribbean Development Bank
  The Inter-American Development Bank
  The World Bank

Note: Words marked with * in the questionnaire have a definition provided in the glossary below

GLOSSARY

Borrower Country	The developing country where the IFI loan funded project, or the Asian Development Bank Technical Assistance grant project takes place
Canadian Consultant Trust Fund	The Canadian Consultant Trust Funds are contracts awarded to Canadian consultants for short-term missions and advisory services related to the identification and preparation of IFI projects, and IFI economic and sector work, in sectors of Canadian expertise and in countries/regions of priority to Canada. Funding for the Consultant Trust Funds is principally provided by the Canadian International Development Agency (CIDA), but managed on an assignment basis by the International Financial Institutions.
CIDA	Canadian International Development Agency
DFAIT	Department of Foreign Affairs and International Trade
Full-time employees	Employees who work at least thirty-five hours per week with no end date to their employment with your organization.
IFI	International Financial Institutions including: The African Development Bank The Asian Development Bank The Caribbean Development Bank The Inter-American Development Bank The World Bank
Informal partnership	A casual agreement between two or more parties to assist each other in their business activities through referrals, sharing of information, etc.
Legal partnership or consortium	A partnership or association between two or more parties where a legal agreement has been signed by all parties, and which outlines the terms of the partnership for all parties involved .
Prime contracts	Contracts which were bid on and won by your organization alone or as part of a partnership/consortium with other businesses or organizations
Subcontracts	A contract obtained by your organization in order to complete some aspect of a project after the original prime contract had already been awarded to another Canadian or foreign enterprise

SECTION A - GENERAL INFORMATION

A.1 **Please mark all circles that apply in questions 1 through 6 on this page.**

1. Has your organization ever been involved in any of the following activities related to training and/or skills transfer in business, industry or corporations **outside Canada**?

Mark all that apply

001
- 1 ○ provide training or skill development that accompanies the sale of industrial equipment, computer hardware or software, a new technology or the building of infrastructure (e.g. power and transportation systems)
- 2 ○ design, provide or evaluate business, industrial or corporate training (e.g. training in the skills, strategies or techniques used in a particular business or industry or training in human resource management, team building, sales etc.)
- 3 ○ None of the above

2. Has your organization ever been involved in any of the following training or skill transfer activities related to **foreign government** activities, institutions or reform **outside Canada**?

Mark all that apply

Training or skill development related to the:

002
- 1 ○ development or reform of foreign government policy, programs, or other government processes
- 2 ○ reorganization or creation of key organizations such as government institutions or industrial support-systems
- 3 ○ development of human resource strategies and human resource management techniques
- 4 ○ shift from public to private management of particular sectors (privatization)
- 5 ○ development of new financing structures and/or banking activities
- 6 ○ development of strategies that address environmental issues or concerns
- 7 ○ establishment of institutions or organizations that help in the acquisition, adaptation and distribution of knowledge and skills
- 8 ○ None of the above

3. Has your organization ever been involved in any of the following education or general training activities **outside Canada**?

Mark all that apply

003
- 1 ○ design, provide or evaluate elementary/secondary or post-secondary education programs or curriculum (including trade, vocational and apprenticeship programs)
- 2 ○ design or establish private/commercial schools or training institutes
- 3 ○ offer teacher or instructor training or evaluation
- 4 ○ sponsor education fellowships
- 5 ○ offer distance education for students who reside outside Canada (through correspondence, Internet, radio, television etc.)
- 6 ○ design or establish basic education or training support systems (e.g. associations, advisory groups etc.)
- 7 ○ None of the above

4. Has your organization ever sold any of the following education or training related products **outside Canada**?

Mark all that apply

004
- 1 ○ texts, school books, teacher manuals or other hard copy classroom materials
- 2 ○ multimedia learning materials (for example educational software or CD-ROMs)
- 3 ○ None of the above

5. Is there any other training, skill transfer or education related services or products that your organization has provided or sold **outside Canada**, that has not already been listed?

005
- 1 ○ No
- 2 ○ Yes - Please describe

_____

_____

_____

_____

006 6. **If you marked a circle beside any of the services or products listed in items 1 to 4 above, or reported an activity in item 5, continue with question A.2 on the next page. Otherwise go to Section E on page 17 of this questionnaire.**

A.2 Please provide the best description of the **main activity** of your organization. We will use this description to identify in which sector your organization operates in Canada (e.g. government, power, education, environment, telecommunications, software development, accounting, legal services, engineering consulting services, etc.)

010 _____

A.3 Which **one** of the following best describes your organization?

Mark one response only

011
1 ○ A public education institution
2 ○ A federal government department, agency or corporation
3 ○ A provincial government department or agency
4 ○ A municipal/regional government department or agency

→ **Go to Section B**

5 ○ A commercial school, training institute or training company
6 ○ A business that is NOT part of the education/training sector
7 ○ An organization representing public education
8 ○ An organization representing private/commercial education or training
9 ○ An organization representing private companies that are NOT schools or training institutes
10 ○ A professional association
11 ○ Other (please specify) _____

→ **Go to question A.4**

A.4 Please indicate the start and end dates of your fiscal year

012 Fiscal year start date — Day | Month

013 Fiscal year end date — Day | Month

A.5 Does your organization operate at more than one location **in Canada**?

014 1 ○ Yes 2 ○ No

A.6 In total, how many persons were employed full-time*, at all locations **in Canada** for the following fiscal years?

For fiscal year ending in 1998:

015
1 ○ Less than 20
2 ○ 20 to 99
3 ○ 100 to 199
4 ○ 200 to 499
5 ○ 500 or more
6 ○ Don't know

For fiscal year ending in 1999:

016
1 ○ Less than 20
2 ○ 20 to 99
3 ○ 100 to 199
4 ○ 200 to 499
5 ○ 500 or more
6 ○ Don't know

A.7 Is your organization:

Mark one response only

017
1 ○ for-profit?
2 ○ not-for-profit?
3 ○ both for-profit and not-for-profit?

A.8 What were the gross revenues for all Canadian-owned divisions of your organization, for the following fiscal years?

		Gross Revenues (in Canadian dollars)
For fiscal year ending in 1998	018	.00
For fiscal year ending in 1999	019	.00

A.9 What were the gross revenues earned **outside Canada only (IFI and non-IFI)**, for the following fiscal years?

		Gross International Revenues (in Canadian dollars)
For fiscal year ending in 1998	020	.00
For fiscal year ending in 1999	021	.00

SECTION B - IFI RELATED ACTIVITY INFORMATION

B.1 Does your organization keep an ongoing presence or contact with foreign countries in order to obtain information on, or to submit bids for, IFI-funded contracts?

100 1 ○ Yes 2 ○ No ► Go to question B.3

B.2 How does your organization maintain this presence or contact?

Mark all that apply

101
1 ○ by maintaining a business office or having staff from Canada living in one or more other countries
2 ○ by hiring a local agent(s) in a foreign country to act as your representative
3 ○ by making frequent visits to other countries
4 ○ by staying in contact with foreign governments, organizations or private business directly
5 ○ through Canadian Trade Commissioner Services in foreign countries
6 ○ Internet, e-mail, fax
7 ○ Advertising in foreign publications
8 ○ Other (please specify) _____

B.3 Has your organization ever formed partnerships with any of the following in order to obtain information on, or submit bids for, IFI-funded contracts (do not include subcontractors)?

		Mark all that apply	
In Canada		Legal Partnership*	Informal Partnership*
Public education institutions	102	1 ○	2 ○
Commercial schools, training institutes or training companies	103	1 ○	2 ○
Businesses that are NOT part of the education/training section	104	1 ○	2 ○
Associations or non-governmental organizations	105	1 ○	2 ○
The Federal Government	106	1 ○	2 ○
A Provincial Government	107	1 ○	2 ○
A Municipal/Regional Government	108	1 ○	2 ○
Outside Canada :			
Foreign education institutions, commercial schools, training institutes or training companies	109	1 ○	2 ○
Foreign businesses that are NOT part of the education/training sector	110	1 ○	2 ○
Foreign associations or non-governmental organizations	111	1 ○	2 ○
Foreign governments	112	1 ○	2 ○
Other (please specify) _____	113	1 ○	2 ○
OR			
114 None of the above	1 ○		

B.4 Which of the following programs or services has your organization used in order to obtain information on, or submit bids for, IFI-funded contracts, and how useful were they?

		Mark ONLY those services used	Usefulness of service Rating scale 1 = Extremely useful 2 = Quite useful 3 = Somewhat useful 4 = Not at all useful
Canadian Trade Commissioners in Canada	115	1○	2 ____
Canadian Trade Commissioners outside Canada	116	1○	2 ____
IFINet - DFAIT's* Internet IFI web-site	117	1○	2 ____
Canadian Office of Liaison with International Financial Institutions (OLIFI)	118	1○	2 ____
Canadian Executive Director's Office in an IFI	119	1○	2 ____
CIDA* Consultants Trust Fund	120	1○	2 ____
CIDA* Bilateral	121	1○	2 ____
CIDA* Inc.	122	1○	2 ____
Canadian professional associations or non-governmental organizations	123	1○	2 ____
Foreign professional associations or non-governmental organizations	124	1○	2 ____
United Nations Development Business web-site	125	1○	2 ____
Fact-finding and business development missions to bank headquarters	126	1○	2 ____
Web sites maintained by the individual IFIs	127	1○	2 ____
Seminars on IFI procurement and practices offered by the IFIs	128	1○	2 ____
Seminars on IFI procurement and practices offered by others	129	1○	2 ____
OR			
130 None of the above		1○	

B.5 List the three most important factors (where 1= the most important) which have helped your organization be successful in the IFI-funded contract sector. These may include items from questions B.2, B.3 or B.4 **or any other factors which you feel were important.**

131 1. _____

132 2. _____

133 3. _____

B.6 Identify the three greatest obstacles (where 1= the greatest obstacle) your organization has faced when trying to participate in the IFI-funded contract sector (i.e., lack of information, language barriers, travel expenses, etc.)

134 1. _____

135 2. _____

136 3. _____

SECTION C - GENERAL IFI CONTRACT INFORMATION

TO COMPLETE SECTION C ACCURATELY, PLEASE READ THE FOLLOWING INFORMATION

Section C: Section C gathers general information on prime* contracts and subcontracts* that:

- **were signed in your fiscal years ending in 1998 or 1999** and
- were funded by **grant(s)** from the **Asian Development Bank Technical Assistance** program
- AND/OR were funded (in whole or in part) by **loan(s)** from any of the following banks:

The African Development Bank
The Asian Development Bank
The Caribbean Development Bank
The Inter-American Development Bank
The World Bank

Do not report on any contracts funded through the Canadian Consultant Trust Fund* or the European Bank for Reconstruction and Development.

C.1 What were the gross revenues for your organization for all prime* contracts and subcontracts* under the definition provided above?

		Gross revenues for identified IFI contracts (in Canadian dollars)
For fiscal year ending in 1998	200	.00
For fiscal year ending in 1999	201	.00

C.2 How many prime* contracts and subcontracts* did your organization sign?

			Number of contracts signed
For fiscal year ending in 1998:	Prime* contracts	202	
	Subcontracts*	203	
	(A) Sub-total 1998	204	
For fiscal year ending in 1999:	Prime* contracts	205	
	Subcontracts*	206	
	(B) Sub-total 1999	207	
	(A + B) GRAND TOTAL	208	

C.3 Instructions:

If total number of contracts signed in Question C.2 is 4 or less, go to section D on page 9.
If the total number of contracts signed is 5 or more, answer questions C.4 and C.5 before going to Section D.

C.4 Please report one major funding source for each prime contract* or sub-contract* signed in 1998 or 1999.

NOTE: the total number of contracts for 1998 must be equal to the sub-total for 1998 reported in question C.2(A)

For fiscal year ending in 1998:			Number of contracts signed
Loan(s) from:	The African Development Bank	209	
	The Asian Development Bank	210	
	The Caribbean Development Bank	211	
	The Inter-American Development Bank	212	
	The World Bank	213	
Grant(s) from:	The Asian Development Bank Technical Assistance Program	214	
	Total 1998	215	

NOTE: the total number of contracts for 1999 must be equal to the sub-total for 1999 reported in question C.2(B)

For fiscal year ending in 1999:			Number of contracts signed
Loan(s) from:	The African Development Bank	216	
	The Asian Development Bank	217	
	The Caribbean Development Bank	218	
	The Inter-American Development Bank	219	
	The World Bank	220	
Grant(s) from:	The Asian Development Bank Technical Assistance Program	221	
	Total 1999	222	

C.5 How many of the prime* contracts and/or subcontracts* listed above included a training, skills transfer or education component (as defined in question A.1 at the beginning of the questionnaire)?

223 Number _____

C.6 **Instructions:**

Go to Section D on the next page..

SECTION D - INDIVIDUAL CONTRACT INFORMATION

Section D: gathers detailed information on a maximum of 4 prime* contracts and/or subcontracts*

Contract #1

Please complete the following questions for a prime* contract or subcontract* that:

- was **signed in your fiscal years ending in 1998 or 1999** and
- was funded by **grant(s)** from the **Asian Development Bank Technical Assistance** program
- AND/OR was funded (in whole or in part) by **loan(s)** from any of the following banks:

The African Development Bank
The Asian Development Bank
The Caribbean Development Bank
The Inter-American Development Bank
The World Bank

Do not report on any contracts funded through the Canadian Consultant Trust Fund* or the European Bank for Reconstruction and Development.

D1.1 This contract, which meets the above definitions, was signed in:

Mark one only

300 1 ○ Fiscal year ending in 1998 **OR** 2 ○ Fiscal year ending in 1999

D1.2 This contract is a:

Mark one only

302 1 ○ Prime* contract **OR** 2 ○ A subcontract*

D1.3 What is the total value of this contract **to your organization only**. **Include** all expected revenues even if they have not yet been received. **Do not include** revenues transferred to any subcontractors which you hired to help complete this project.

		Contract revenue (in Canadian dollars)
Value of this contract to your organization only	304	.00

D1.4 This contract is funded (in whole or in part) through:

Mark all that apply

Loan(s) from the:

305
1 ○ African Development Bank
2 ○ Asian Development Bank
3 ○ Caribbean Development Bank
4 ○ Inter-American Development Bank
5 ○ World Bank

Technical Assistance grant(s) from the:

6 ○ Asian Development Bank

D1.5 What is the name of the borrower* country (ies) where the work for this contract is being completed?

306 Borrower country name: _____
307 Borrower country name: _____
308 Borrower country name: _____

D1.6 Please give a brief description of the **main purpose or objective** of this contract.

309 _____

D1.7 Which foreign sector awarded this contract (e.g., government, power, education, etc.)?

310 _____

D1.8 In which foreign sector will most of the work take place (e.g., government, power, education, etc.)?

311 _____

D1.9 Did you bid on this contract in partnership* or as part of a consortium* with other businesses or organizations?

312 1 ○ Yes 2 ○ No ► Go to question D1.11

D1.10 Are these partners:

Mark all that apply

313 1 ○ Canadian businesses, organizations or government?

2 ○ Foreign businesses, organizations or government?

D1.11 Did you **subcontract** out any portion of this contract **after** the contract was signed?

314 1 ○ Yes 2 ○ No ► Go to question D1.13

D1.12 Are these subcontractors:

Mark all that apply

In Canada :

315 1 ○ Public or commercial school(s), training institute(s) or training company(ies)

2 ○ Business(es) that is (are) NOT part of the education/training sector

3 ○ Associations or non-governmental organizations

4 ○ Government

Outside Canada :

5 ○ Public or commercial school(s), training institute(s) or training company(ies)

6 ○ Business(es) that is (are) NOT part of the education/training sector

7 ○ Associations or non-governmental organizations

8 ○ Government

D1.13 How much did your organization spend on the following items in order to obtain this contract ?

		Related expenditures (in Canadian dollars)
Purchase of bidding documents	316	.00
Preparation of bid	317	.00

D1.14 Does any part of this contract include training, skills transfer or education related services or products? (You may refer to question A.1 to help you identify activities which are relevant to this survey or you may include an activity which you feel meets these conditions)

318 1 ○ Yes 2 ○ No ► Go to question D1.19

D1.15 Please describe the type of training, skill transfer or education related service or product

319 _____

_____

D1.16 Is your organization providing this training, skill transfer or education related services or products?

320 1 ○ Yes 2 ○ No ► Go to question D1.19

D1.17 What percentage of the total dollar value of the contract for your organization (dollar value in Question D1.3) is budgeted to the training, skill transfer or education related service or product?

321 Percentage of total value (from D1.3) |_|_|_| %

D1.18 Will/did your organization need to hire additional/new employees in order to complete the training, skills transfer or education related service or product components of this contract?

322 1 ○ Yes 2 ○ No

D1.19 Please continue with CONTRACT #2. If you only had 1 prime* contract or subcontract*, go to Section E on page 17 to sign-off the questionnaire as you have now completed this survey.

Contract #2

Please complete the following questions for a prime* contract or subcontract* that:

- was **signed in your fiscal years ending in 1998 or 1999** and
- was funded by **grant(s)** from the **Asian Development Bank Technical Assistance** program
- AND/OR was funded (in whole or in part) by **loan(s)** from any of the following banks:

The African Development Bank
The Asian Development Bank
The Caribbean Development Bank
The Inter-American Development Bank
The World Bank

Do not report on any contracts funded through the Canadian Consultant Trust Fund* or the European Bank for Reconstruction and Development.

D2.1 This contract, which meets the above definitions, was signed in:

Mark one only

400 1 ○ Fiscal year ending in 1998 **OR** 2 ○ Fiscal year ending in 1999

D2.2 This contract is a:

Mark one only

402 1 ○ Prime* contract **OR** 2 ○ A subcontract*

D2.3 What is the total value of this contract **to your organization only. Include** all expected revenues even if they have not yet been received. **Do not include** revenues transferred to any subcontractors which you hired to help complete this project.

		Contract revenue (in Canadian dollars)
Value of this contract to your organization only	404	.00

D2.4 This contract is funded (in whole or in part) through:

Mark all that apply

Loan(s) from the:

405
1 ○ African Development Bank
2 ○ Asian Development Bank
3 ○ Caribbean Development Bank
4 ○ Inter-American Development Bank
5 ○ World Bank

Technical Assistance grant(s) from the:

6 ○ Asian Development Bank

D2.5 What is the name of the borrower* country (ies) where the work for this contract is being completed?

406 Borrower country name: _____
407 Borrower country name: _____
408 Borrower country name: _____

D2.6 Please give a brief description of the **main purpose or objective** of this contract.

409 _____
_____
_____

D2.7 Which foreign sector awarded this contract (e.g., government, power, education, etc.)?

410 _____

D2.8 In which foreign sector will most of the work take place (e.g., government, power, education, etc.)?

411 _____

D2.9 Did you bid on this contract in partnership* or as part of a consortium* with other businesses or organizations?

412 1 ○ Yes 2 ○ No ► Go to question D2.11

D2.10 Are these partners:

Mark all that apply

413 1 ○ Canadian businesses, organizations or government?

2 ○ Foreign businesses, organizations or government?

D2.11 Did you **subcontract** out any portion of this contract **after** the contract was signed?

414 1 ○ Yes 2 ○ No ► Go to question D2.13

D2.12 Are these subcontractors:

Mark all that apply

In Canada :

415 1 ○ Public or commercial school(s), training institute(s) or training company(ies)

2 ○ Business(es) that is (are) NOT part of the education/training sector

3 ○ Associations or non-governmental organizations

4 ○ Government

Outside Canada :

5 ○ Public or commercial school(s), training institute(s) or training company(ies)

6 ○ Business(es) that is (are) NOT part of the education/training sector

7 ○ Associations or non-governmental organizations

8 ○ Government

D2.13 How much did your organization spend on the following items in order to obtain this contract ?

		Related expenditures (in Canadian dollars)
Purchase of bidding documents	416	. 0 0
Preparation of bid	417	. 0 0

D2.14 Does any part of this contract include training, skills transfer or education related services or products? (You may refer to question A.1 to help you identify activities which are relevant to this survey or you may include an activity which you feel meets these conditions)

418 1 ○ Yes 2 ○ No ► Go to question D2.19

D2.15 Please describe the type of training, skill transfer or education related service or product

419 _____

_____

D2.16 Is your organization providing this training, skill transfer or education related services or products?

420 1 ○ Yes 2 ○ No ► Go to question D2.19

D2.17 What percentage of the total dollar value of the contract for your organization (dollar value in Question D2.3) is budgeted to the training, skill transfer or education related service or product?

421 Percentage of total value (from D2.3) | | | | %

D2.18 Will/did your organization need to hire additional/new employees in order to complete the training, skills transfer or education related service or product components of this contract?

422 1 ○ Yes 2 ○ No

D2.19 Please continue with CONTRACT #3. If you only had 2 prime* contracts and subcontracts*, go to Section E on page 17 to sign-off the questionnaire as you have now completed this survey.

Contract #3

Please complete the following questions for a prime* contract or subcontract* that:

- was **signed in your fiscal years ending in 1998 or 1999** and
- was funded by **grant(s)** from the **Asian Development Bank Technical Assistance** program
- AND/OR was funded (in whole or in part) by **loan(s)** from any of the following banks:

The African Development Bank
The Asian Development Bank
The Caribbean Development Bank
The Inter-American Development Bank
The World Bank

Do not report on any contracts funded through the Canadian Consultant Trust Fund* or the European Bank for Reconstruction and Development.

D3.1 This contract, which meets the above definitions, was signed in:

Mark one only

500 1 ○ Fiscal year ending in 1998 **OR** 2 ○ Fiscal year ending in 1999

D3.2 This contract is a:

Mark one only

502 1 ○ Prime* contract **OR** 2 ○ A subcontract*

D3.3 What is the total value of this contract **to your organization only**. **Include** all expected revenues even if they have not yet been received. **Do not include** revenues transferred to any subcontractors which you hired to help complete this project.

		Contract revenue (in Canadian dollars)
Value of this contract to your organization only	504	.0 0

D3.4 This contract is funded (in whole or in part) through:

Mark all that apply

Loan(s) from the:

505
1 ○ African Development Bank
2 ○ Asian Development Bank
3 ○ Caribbean Development Bank
4 ○ Inter-American Development Bank
5 ○ World Bank

Technical Assistance grant(s) from the:

6 ○ Asian Development Bank

D3.5 What is the name of the borrower* country (ies) where the work for this contract is being completed?

506 Borrower country name: _____
507 Borrower country name: _____
508 Borrower country name: _____

D3.6 Please give a brief description of the **main purpose or objective** of this contract.

509 _____

D3.7 Which foreign sector awarded this contract (e.g., government, power, education, etc.)?

510 _____

D3.8 In which foreign sector will most of the work take place (e.g., government, power, education, etc.)?

511 _____

D3.9 Did you bid on this contract in partnership* or as part of a consortium* with other businesses or organizations?

512 1 ○ Yes 2 ○ No ► Go to question D3.11

D3.10 Are these partners:

Mark all that apply

513 1 ○ Canadian businesses, organizations or government?

2 ○ Foreign businesses, organizations or government?

D3.11 Did you **subcontract** out any portion of this contract **after** the contract was signed?

514 1 ○ Yes 2 ○ No ► Go to question D3.13

D3.12 Are these subcontractors:

Mark all that apply

In Canada :

515 1 ○ Public or commercial school(s), training institute(s) or training company(ies)

2 ○ Business(es) that is (are) NOT part of the education/training sector

3 ○ Associations or non-governmental organizations

4 ○ Government

Outside Canada :

5 ○ Public or commercial school(s), training institute(s) or training company(ies)

6 ○ Business(es) that is (are) NOT part of the education/training sector

7 ○ Associations or non-governmental organizations

8 ○ Government

D3.13 How much did your organization spend on the following items in order to obtain this contract ?

		Related expenditures (in Canadian dollars)
Purchase of bidding documents	516	.00
Preparation of bid	517	.00

D3.14 Does any part of this contract include training, skills transfer or education related services or products? (You may refer to question A.1 to help you identify activities which are relevant to this survey or you may include an activity which you feel meets these conditions)

518 1 ○ Yes 2 ○ No ► Go to question D3.19

D3.15 Please describe the type of training, skill transfer or education related service or product

519 _____

_____

D3.16 Is your organization providing this training, skill transfer or education related services or products?

520 1 ○ Yes 2 ○ No ► Go to question D3.19

D3.17 What percentage of the total dollar value of the contract for your organization (dollar value in Question D3.3) is budgeted to the training, skill transfer or education related service or product?

521 Percentage of total value (from D3.3) |_|_|_| %

D3.18 Will/did your organization need to hire additional/new employees in order to complete the training, skills transfer or education related service or product components of this contract?

522 1 ○ Yes 2 ○ No

D3.19 Please continue with CONTRACT #4. If you only had 3 prime* contracts or subcontracts*, go to Section E on page 17 to sign-off the questionnaire as you have now completed this survey.

Contract #4

Please complete the following questions for a prime* contract or subcontract* that:

- was **signed in your fiscal years ending in 1998 or 1999** and
- was funded by **grant(s)** from the **Asian Development Bank Technical Assistance** program
- AND/OR was funded (in whole or in part) by **loan(s)** from any of the following banks:

The African Development Bank
The Asian Development Bank
The Caribbean Development Bank
The Inter-American Development Bank
The World Bank

Do not report on any contracts funded through the Canadian Consultant Trust Fund* or the European Bank for Reconstruction and Development.

D4.1 This contract, which meets the above definitions, was signed in:

Mark one only

600 1 ○ Fiscal year ending in 1998 **OR** 2 ○ Fiscal year ending in 1999

D4.2 This contract is a:

Mark one only

602 1 ○ Prime* contract **OR** 2 ○ A subcontract*

D4.3 What is the total value of this contract **to your organization only**. **Include** all expected revenues even if they have not yet been received. **Do not include** revenues transferred to any subcontractors which you hired to help complete this project.

		Contract revenue (in Canadian dollars)
Value of this contract to your organization only	604	. 0 0

D4.4 This contract is funded (in whole or in part) through:

Mark all that apply

Loan(s) from the:

605
1 ○ African Development Bank
2 ○ Asian Development Bank
3 ○ Caribbean Development Bank
4 ○ Inter-American Development Bank
5 ○ World Bank

Technical Assistance grant(s) from the:

6 ○ Asian Development Bank

D4.5 What is the name of the borrower* country (ies) where the work for this contract is being completed?

606 Borrower country name: _____
607 Borrower country name: _____
608 Borrower country name: _____

D4.6 Please give a brief description of the **main purpose or objective** of this contract.

609 _____

D4.7 Which foreign sector awarded this contract (e.g., government, power, education, etc.)?

610 _____

D4.8 In which foreign sector will most of the work take place (e.g., government, power, education, etc.)?

611 _____

D4.9 Did you bid on this contract in partnership* or as part of a consortium* with other businesses or organizations?

612 1 ○ Yes 2 ○ No ► Go to question D4.11

D4.10 Are these partners:

Mark all that apply

613 1 ○ Canadian businesses, organizations or government?

2 ○ Foreign businesses, organizations or government?

D4.11 Did you **subcontract** out any portion of this contract **after** the contract was signed?

614 1 ○ Yes 2 ○ No ► Go to question D4.13

D4.12 Are these subcontractors:

Mark all that apply

In Canada :

615 1 ○ Public or commercial school(s), training institute(s) or training company(ies)

2 ○ Business(es) that is (are) NOT part of the education/training sector

3 ○ Associations or non-governmental organizations

4 ○ Government

Outside Canada :

5 ○ Public or commercial school(s), training institute(s) or training company(ies)

6 ○ Business(es) that is (are) NOT part of the education/training sector

7 ○ Associations or non-governmental organizations

8 ○ Government

D4.13 How much did your organization spend on the following items in order to obtain this contract ?

		Related expenditures (in Canadian dollars)
Purchase of bidding documents	616	.00
Preparation of bid	617	.00

D4.14 Does any part of this contract include training, skills transfer or education related services or products? (You may refer to question A.1 to help you identify activities which are relevant to this survey or you may include an activity which you feel meets these conditions)

618 1 ○ Yes 2 ○ No ► Go to question D4.19

D4.15 Please describe the type of training, skill transfer or education related service or product

619 _____

_____

D4.16 Is your organization providing this training, skill transfer or education related services or products?

620 1 ○ Yes 2 ○ No ► Go to question D4.19

D4.17 What percentage of the total dollar value of the contract for your organization (dollar value in Question D4.3) is budgeted to the training, skill transfer or education related service or product?

621 Percentage of total value (from D4.3) |_|_|_| %

D4.18 Will/did your organization need to hire additional/new employees in order to complete the training, skills transfer or education related service or product components of this contract?

622 1 ○ Yes 2 ○ No

D4.19 Please go to Section E on page 17 to sign-off the questionnaire as you have now completed this survey

SECTION E - CONTACT INFORMATION AND COMMENTS

Please complete the following section

I certify that the information contained in this report is correct and complete to the best of my knowledge.

Name of person completing this report	Date
Title	Telephone Number (include area code)
Signature	Fax Number

Would you like to be informed when the final report from this survey becomes available?

○ Yes ○ No

Please provide any comments you may have on Canadian activity in the International Financial Institution marketplace or on this survey in general.

Note: If you need more space, please use a separate sheet.

Comments

Please return the questionnaire in the envelope provided to:

Training and Continuing Education Section
Centre for Education Statistics
Statistics Canada
Parkdale Avenue
Ottawa, Ontario
K1A 0T6

Thank you for the time and effort you have given in completing this survey. It is most appreciated